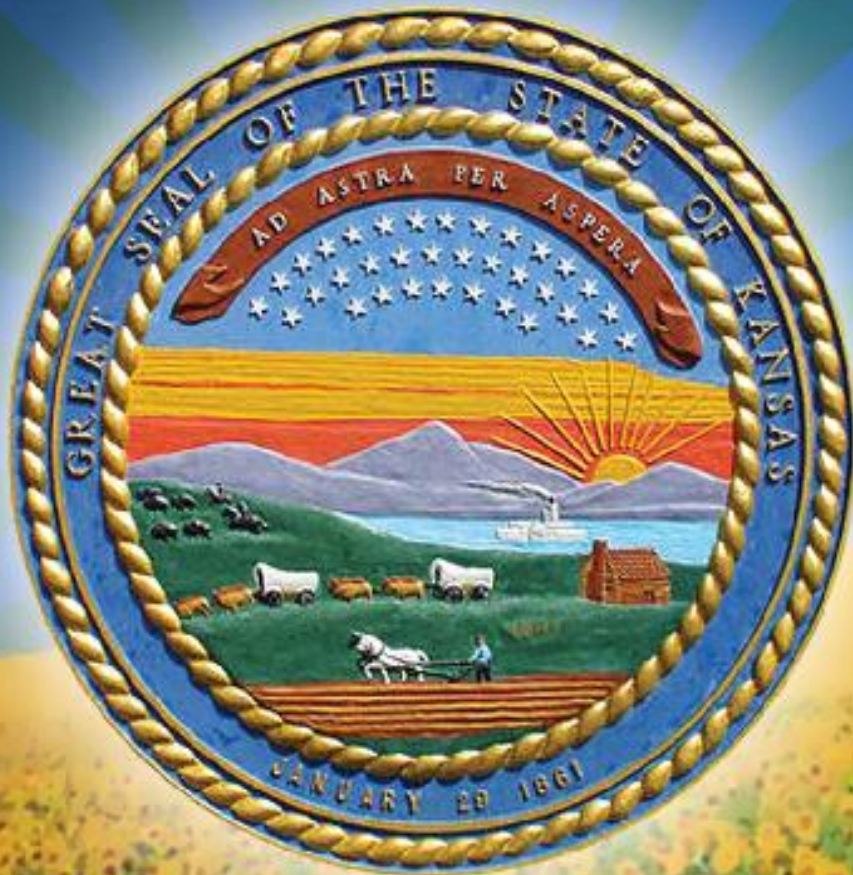


Kansas State Homeland Security Strategy Goals and Objectives



**Kansans preparing for all hazards through
collaborative efforts and diverse partnerships**

2009

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VISION:

Kansans preparing for all hazards through collaborative efforts and diverse partnerships

FOCUS:

The State of Kansas will enhance preparedness from an all hazards perspective through the fair and impartial implementation of the Homeland Security Grant Program. The goals and objectives will also continue to be defined by priorities of risk and any identified resource and capability gaps.

GOALS:

Each strategic goal includes specific objectives to further guide efforts and help measure progress, recognizing that homeland security is a continuing process requiring constant focus and improvement. Collectively, the goals and objectives should set the stage for preparedness measures as we move forward, with an understanding Kansas encourages a collaborative effort.

- 1) Improve the ability to share intelligence and information on all hazards facing the citizens**
- 2) Enhance the State's ability to communicate and share information**
- 3) Strengthen the State of Kansas' ability to protect, prevent, respond to, and recover from all hazards**
- 4) Enhance statewide health and medical capabilities**
- 5) Enhance statewide preparedness capabilities through collaboration and partnerships**
- 6) Ensure the continued protection of critical infrastructure/essential facilities for the continued delivery of critical life sustaining services**

PURPOSE:

Homeland security is an ongoing and shared responsibility across the state. There are many public and private sector stakeholders that influence the direction of homeland security; all must work together to develop and implement the State's homeland security strategy by building and maintaining necessary capabilities. While this strategy is intended to help guide state and local homeland security planning efforts, many agencies and jurisdictions possess unique needs and individualized planning initiatives. This strategy seeks to complement and support these efforts by providing additional guidance and perspective and ultimately fosters a team approach.

Kansas endeavors to provide its citizens with the best possible prevention, protection, response and recovery capabilities. Through the process of developing this strategy, stakeholders have recognized the state's current level of preparedness and have identified gaps where additional resources are needed.

This strategy employs an all-hazards approach used by the state and local partners, which includes Kansas' seven homeland security regions. Kansas relies on these regions as an integral partner of the overall preparation and response plan. The proposed outcome of Kansas' all-hazard approach is to strengthen the overall level of preparedness at the federal, state, regional and local levels and to reduce capability gaps. This strategy recognizes the need to prepare, equip, train and exercise through planning, prevention, and preparedness activities.

This Strategy is intended to serve as a roadmap for the future in implementing State homeland security policy and priorities at the state, regional and local level.

COORDINATION:

Governor's Council on Homeland Security

Established by Governor Kathleen Sebelius in 2003, and currently maintained by Governor Mark Parkinson, the Governor's Council on Homeland Security is an advisory body that provides input and makes recommendations regarding the planning, policy making and strategy process associated with the Homeland Security Grant Program. The Council is comprised of representatives from the various emergency response disciplines and governmental organizations.

A steering committee, consisting of executive level staff from the Adjutant General's Department, the Kansas Department of Health and Environment and the Kansas Highway Patrol, makes recommendations to the Council on how funds should be spent.

Kansas Commission on Emergency Planning and Response

Under the federal mandates of the Superfund Amendments and Reauthorization Act, Title III, the governor of each state is required to establish a State Emergency Response Commission (SERC) and the Commission ensures the establishment of Local Emergency Planning Committees (LEPCs). In Kansas efforts were made to bring forth the all-hazards preparedness messages and transformed the SERC into what is now known as the Kansas Commission on Emergency Planning and Response (CEPR).

The purpose of the Commission on Emergency Planning and Response is to facilitate a coordinated effort for mitigation, preparedness, response, and recovery from emergencies and disasters in Kansas. The duties and functions of the CEPR are to: advise and assist state and local agencies in mitigation of hazards and emergency preparedness by aiding in the development of all emergency plans, training, and exercises; review the response to emergencies and recommend improvements for mitigating, preparing for, responding to, and recovering from future disasters; carry out all requirements of the federal Emergency Planning and Community Right-To-Know Act of 1986.

Kansas Regional Homeland Security Councils and Emergency Management Regional Coordinators

The State of Kansas is divided into seven Homeland Security Regions, each represented by a governing council made up of local volunteers from various disciplines. These councils analyze local risks and capabilities unique to their region and define strategies to minimize or eliminate gaps in resources and systems. State Homeland Security leadership relies on the expertise of local authorities in determining statewide priorities and investments.

These councils work closely with a Regional Emergency Management Coordinator, assigned to each region and employed by the Adjutant General's Department. Each coordinator serves as the centerpiece for the state's regionalization efforts and serves as a liaison for continued coordination for preparedness and response initiatives between local and state authorities.

As an outreach component of the Kansas Division of Emergency Management (state emergency management office) these individuals establish and maintain linkages amongst partners at the local, regional, state and federal level responsible for prevention and response capabilities. The coordinators also assist local authorities in defining program strategies and support efforts to develop, conduct and evaluate exercises that prepare communities for 21st century threats.

Utilization of Homeland Security Regions and Emergency Management Regional Coordinators allows for a broader approach to common planning and response solutions. This has allowed for enhanced communication / collaboration between all levels of government working toward prevention, protection, response and recovery activities.

PARTICIPANTS:

The State of Kansas would like to recognize agencies and individuals who participated in the development of the 2009 Kansas Homeland Security State Strategy.

Over 80 dedicated public and private sector stakeholders participated in a FEMA lead technical assistance workshop in July of 2009 and began the process of developing a new vision for Kansas. From there, six comprehensive goals were formed into a new strategy, moving Kansas toward a safer and more prepared future.

The Kansas Highway Patrol, serving as the State's Administrative Agency (SAA), the Adjutant General's Department and the Kansas Department of Health and Environment would like to thank the following for their time and dedication to this process:

Governor Mark Parkinson and Staff
Attorney General's Department (AG)
Board of Emergency Medical Services (BEMS)
Citizen Corps Program (CCP)
Information Systems and Communications (DISC)
Kansas Association of Chiefs of Police (KACP)
Kansas Bureau of Investigation (KBI)
Kansas Center for Safe and Prepared Schools (KC-SPS)
Kansas Commission on Emergency Planning and Response (CEPR)
Kansas Corporation Commission (KCC)
Kansas Department of Agriculture (KDA)
Kansas Department of Animal Health (KDAH)
Kansas Department of Health and Environment (KDHE)
Kansas Department of Homeland Security
Kansas Department of Transportation (KDOT)
Kansas Division of Emergency Management (KDEM)
Kansas Emergency Management Association (KEMA)
Kansas Emergency Management Regional Coordinators
Kansas Firefighters Associations (KFFA)
Kansas Highway Patrol (KHP)
Kansas National Guard (KNG)
Kansas Regional Council representatives
Kansas Sheriff's Association (KSA)
Kansas State Fire Marshal's Office (KSFM)
Metropolitan Medical Response System (MMRS)
Private Industry Partners
Social Rehabilitation Services (SRS)
The Adjutant General's Department (TAG)

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Kansas State Homeland Security Goals, Objectives, and Implementation Strategies

- 1. Improve the ability to share intelligence and information on all hazards facing the citizens**
 - 1.1 Build and sustain a State Fusion Center capability**
 - 1.1.1 Identify staffing and training priorities (TAG year end 2009)
 - 1.1.2 Identify and secure proper equipment for Fusion Center (TAG year end 2009)
 - 1.1.3 Perform initial training of Fusion Center staff (TAG year end 2009)
 - 1.1.4 Fusion Center becomes fully operational after certification by Defense Intelligence Agency (TAG year end 2009)
 - 1.2 Develop infrastructure to disseminate information in a timely manner to and from the Fusion Center and its partners**
 - 1.2.1 Identify plans, policies and procedures for interfacing with local jurisdictions (TAG year end 2009)
 - 1.2.2 Perform needs assessment for equipment, training, and identify appropriate local personnel for receiving critical information from Fusion Center 24/7, 365 (TAG year end 2010)
 - 1.3 Develop systems that are accessible to federal, state, local, and private partners to share real-time assessments for all hazards**
 - 1.3.1 Assess current information sharing systems within the State (KDEM year end 2010)
 - 1.3.2 Conduct a review of after action reports (AARs) from disasters to determine gaps and needs (KDEM year end 2010)

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2. Enhance the State's ability to communicate and share information. (Prevent, Protect, Respond, Recover)
 - 2.1 Enhance and maintain a secure network of redundant statewide interoperable voice communication systems within 5 years of securing funding
 - 2.1.1 Complete the mutual aid frequencies throughout the state 800, 700, VHF, UHF, and Low Band (KDOT / TAG year end 2010)
 - 2.1.2 Program radio to include mutual aid frequencies for all local and state agencies. (Jurisdictional Authority year end 2013)
 - 2.1.3 Develop and distribute Standard Operating Guidelines for the 800 / Motobridge systems. (TAG / Statewide Interoperability Executive Committee (SIEC) year end 2010)
 - 2.1.4 Complete P25 800 digital trunking throughout the state within 3 years after full funding. (KDOT / TAG)
 - 2.1.5 Continue onsite radio communications training (800, VHF, UHF, Motobridge, and Low Band). All 105 counties and state agencies Refresher as needed. (TAG year end 2011)
 - 2.1.6 Test and evaluate statewide voice interoperability through local, regional and statewide exercises. (TAG / Regions / Locals year end 2013)
 - 2.1.7 Review and revise the Statewide Communications Interoperabilites (SIEC year end 2014)
 - 2.1.8 Enhance regional and local capabilities for interoperable communications and utilization of the state wide system within 5 years of funding (KDOT / TAG)
 - 2.2 Enhance and maintain a secure network of redundant statewide interoperable data communication systems within 3 years of securing funding Components include
 - 2.2.1 Enhance telephone systems to include voice over IP within 3 years of securing funding (DISC)
 - 2.2.2 Evaluate and develop the video teleconference capabilities within Kansas (DISC / KanED year end 2012)
 - 2.2.3 Evaluate, enhance, provide training and develop exercises for Geographic Information Systems (GIS) at all levels of government. (Kansas Association of Counties / Data Access and Support Center / TAG / Regional Councils year end 2012)
 - 2.2.4 Improve the domain name services within 3 years of securing funding (DISC)
 - 2.2.5 Redundant network control management services and connectivity within 3 years of securing funding (DISC)
 - 2.2.6 Enhance wireless security and intrusion detection within 3 years of securing funding. (DISC)
 - 2.2.7 Enhanced security training for network control and cyber security within 3 years of securing funding (DISC)
 - 2.2.8 Develop Standard Operating Guidelines for dispatch / PSAPs on functionality of data systems. (DISC year end 2013)
 - 2.2.9 Develop Standard Operating Guidelines on equipment usage (DISC year end 2013)
 - 2.2.10 Enhance data capability of statewide P25 system (DISC year end 2013)
 - 2.2.11 Provide equipment training (DISC year end 2013)

- 2.3 Update and enhance the state communication assessment and incorporate data interoperability to include system architecture, security and off-site back-up of critical information by year end 2013
 - 2.3.1 Review and determine gaps in the state communication assessment to include voice and data (TAG year end 2010)
 - 2.3.2 Develop a plan to gather information for each jurisdiction's system architecture (data), security policies and equipment (data), and voice communications (TAG / Local Jurisdictions year end 2012)
 - 2.3.3 Update the state communication assessment to include information gathered (TAG year end 2013)
 - 2.3.4 Develop a redundant fiber route between Topeka and the states' off-site data center in Wichita within 3 years of funding (DISC)
 - 2.3.5 Develop an active internet connection, including the appropriate firewalls and Intrusion Prevention Systems (IPS) at the Wichita Data Center within 3 years of funding (DISC)
 - 2.3.6 Develop and provide training on off-site back-up importance (DISC)

3. Strengthen the State of Kansas' ability to protect, prevent, respond to, and recover from all hazards
 - 3.1 Continue regional National Incident Management System (NIMS), training, exercise and Homeland Security Exercise and Evaluation Program (HSEEP) development and compliance (KDEM)
 - 3.2 Enhance all hazards public awareness / education / participation, for the state and local volunteers, Citizen Corp Councils, public and private schools, public elected officials and media in Kansas (KDEM /TAG)
 - 3.3 Build and sustain an all-hazard statewide (state and local) Emergency Management System that is able to: (KDEM)
 - 3.3.1 Plan for and prepare responders, emergency managers, leaders and the public for all hazards, including livestock and agriculture emergencies
 - 3.3.2 Coordinate response efforts through a viable command and coordination structure
 - 3.3.3 Manage the diverse programs necessary to assist communities and individuals recover from the effects of disasters
 - 3.3.4 Promote and support mitigation activities which help our communities to be disaster resistant and resilient
 - 3.4 Expand, strengthen, and / or sustain capabilities and resources, ensuring a flexible, reliable, and effective response (KDEM)
 - 3.4.1 Resource Tracking
 - 3.4.2 Credentialing of Personnel
 - 3.4.3 Equipment typed databases
 - 3.5 Improve / enhance resource management and accountability (KDEM)
 - 3.6 Establish and improve a system for developing and deploying specialized resources
Examples include:
 - 3.6.1 Incident Management Teams
 - 3.6.2 Search and Rescue (SAR)
 - 3.6.3 Hazardous Materials (HAZMAT)
 - 3.6.4 Mobile lab
 - 3.6.5 Water rescue and recovery
 - 3.6.6 Animal rescue
 - 3.6.7 State Foreign Animal Disease Response and Agriculture Incident Management Teams
 - 3.6.8 CBRNE: Enhance program for identification, protection, response, decontamination and training

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4. Enhance statewide health and medical capabilities

4.1 Support the enhancement and sustainment of MMRS (KDHE)

4.2 Establish a statewide triage system (KDHE)

- 4.2.1 Develop working group of involved partners related to triage needs including mission statement or purpose
- 4.2.2 Convene a meeting of the working group to outline strategy and benchmarks for system development
- 4.2.3 Develop draft triage system and send to appropriate organizations to review including Emergency Medical Services (EMS) regional councils, hospital regional committees and appropriate state agencies
- 4.2.4 Consider and incorporate appropriate comments into draft triage system
- 4.2.5 Redistribute statewide triage system methods to agencies and organizations

4.3 Establish a statewide patient tracking system (KDHE)

- 4.3.1 Identify a working group of interested parties that includes EMS, hospitals, regional councils, KDHE Trauma Program, and KDHE Bureau of Public Health Preparedness (BPHP) that will identify minimum requirements for patient tracking equipment and software systems that would make up an integrated statewide system (Year end 2009)
- 4.3.2 Meet with regional leadership for homeland security, hospital, and EMS to engage leadership buy in to support recommendations made by the working group (Year end 2009)
- 4.3.3 Patient tracking work group to develop recommendations for statewide patient tracking system including necessary recommendations for hardware and software (Year end 2010)
- 4.3.4 Patient tracking recommendations presented to leadership of homeland security, hospital, and EMS regional organizations for support
- 4.3.5 Patient tracking requirements presented to KHP, KDEM, and KDHE leadership to outline system, equipment, and training requirements

4.4 Enhance medical surge

4.4.1 Statewide DMAT (Disaster Medical Assistance Team) (KDHE)

- 4.4.1.1 Identify desire for DMAT to US Department of Health and Human Services (HHS)
- 4.4.1.2 Identify Administrative Officer for KS-1 DMAT; begin paperwork process for Administrative Officer
- 4.4.1.3 Identify minimum requirements for KS-1 members for recruiting campaign
- 4.4.1.4 Send Administrative Officer to Washington DC for required training
- 4.4.1.5 Identify Team Commander and begin KS-1 recruitment
- 4.4.1.6 Coordinate with HHS for continued team development, funding, equipping, and training

- 4.4.2 Continue to enhance mass dispensing and vaccination system
 - 4.4.2.1 Ensure that mass dispensing standard operating guides (SOGs) include Center for Disease Control (CDC) required elements every September
 - 4.4.2.2 KDHE BPHP to engage all local health departments on a cycle outlined by BPHP to update county mass dispensing SOGs to current recommendations maintaining functionality for the county
 - 4.4.2.3 Regional health department coordinators will perform a technical assistance review utilizing a CDC provided tool to each health department every other year to review and make comments on that county's mass dispensing plan
 - 4.4.2.4 Enhance local and regional-specific capabilities for medical surge
- 4.5 Meet mental and behavioral health needs of both responders and citizens during an event
 - 4.5.1 SRS will work with community mental health centers (CMHCs) to ensure emergency plans remain current, providing individual technical assistance to each CMHC by in-person planning meetings
 - 4.5.2 SRS will develop a training program to address the common behavioral health needs of citizens and responders of a disaster
 - 4.5.2.1 In 2009-2010 this program will focus on the needs of expectant mothers and children
 - 4.5.3 SRS will annually update the State Crisis Counseling Implementation Plan and submit it to the Emergency Support Function (ESF) 8 Coordinator at KDHE
 - 4.5.4 SRS will implement a training program based on the FEMA Crisis Counseling Grant requirements and deliver sessions annually, between September and July of each year, to each of the Kansas preparedness regions
 - 4.5.5 Increase local and regional capacity to meet mental and behavioral health needs
- 4.6 Ensure a process is established for statewide mass fatality coordination (KDHE)
 - 4.6.1 Incorporate the Kansas Mass Fatalities Plan into ESF 8 of the Kansas Response Plan.
 - 4.6.2 Reconvene the Kansas Mass Fatalities Task Force
 - 4.6.2.1 Develop a strategy to more fully engage district coroners in county mass fatality planning efforts
 - 4.6.2.2 Determine the need for county level mass fatality planning guidance and/or templates
 - 4.6.2.3 Develop county level templates for mass fatality planning
- 4.7 Incorporate special needs population concerns into all planning processes

- 4.8 Continue to enhance mass care capabilities locally and statewide
 - 4.8.1 Develop a working group related to mobilizing mass care capabilities statewide, to include: The American Red Cross, KS Volunteer Organizations Active in Disaster, The KS Animal Health Department, The State Animal Response Team, KDEM Regional Emergency Management Liaisons, and other involved partners
 - 4.8.2 Convene a meeting of the working group to outline a strategy for system development.
 - 4.8.3 Develop a draft plan to mobilize mass care on a statewide basis and send to appropriate organizations to review
 - 4.8.4 Finalize and distribute the statewide mass care mobilization plan
- 4.9 Further develop a laboratory system capable of handling the demands of a large-scale incident
- 4.10 Develop a coordinated statewide system for medical supplies management and distribution, including deployment of regional resources
 - 4.10.1 More fully develop state level ESF 8 Coordinator procedures
 - 4.10.2 Revise and release local ESF 8 Coordinator guide template
 - 4.10.3 Provide government owned medical material requesting and management procedures to hospitals in the hospital emergency operations plan template
 - 4.10.4 Provide Strategic National Stockpile (SNS) presentation to hospital regional meetings
- 4.11 Develop and implement a hospital evacuation plan
 - 4.11.1 Promote the use of the hospital emergency operations plan template to hospitals
 - 4.11.2 Include a hospital evacuation plan review component in BPHP technical assistance review material for hospitals
 - 4.11.3 Develop hospital evacuation exercise(s), utilizing target capabilities list, for release on BPHP website
- 4.12 Establish and expand deployable, regional response health and medical resources

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5. Enhance statewide preparedness capabilities through collaboration and partnerships

5.1 Enhance public/private partnerships

- 5.1.1 The Adjutant General's Department to host an annual Business and Industry Forum (TAG year end 2010)
- 5.1.2 Homeland Security Working Group registry has representation from private industry attending meetings monthly
- 5.1.3 Kansas Animal Health Department and the Kansas Department of Agriculture continue to work with state and federal responders, the agriculture producer industry, adjacent states, and academia in planning for a foreign animal disease response
- 5.1.4 Continue brainstorming for ways to foster relationships between public and private industry

5.2 Improve preparedness and safety in Kansas public and accredited private schools (TAG)

- 5.2.1 Expand collaboration and cooperation among emergency management, first responders and school officials for all levels of education within the first 24 months and ongoing
- 5.2.2 Plan and implement with the Kansas Center for Safe and Prepared Schools (KC-SPS) and the Department of Education a Statewide Conference on Safe and Prepared Schools (TAG)
- 5.2.3 Sustain the operation of the Kansas Center for Safe and Prepared Schools under the Adjutant General's Department
- 5.2.4 Plan and implement preparedness and crisis management training for school officials within the 2009-2010 academic years and continue yearly

5.3 Develop and launch a preparedness education program that has the opportunity to impact all Kansas Citizens (TAG)

- 5.3.1 State coordinator will continue development of presentation. In cooperation with Citizen Corp and other public safety partners this program will be available and presented to the general public. This is expected to begin within 24 months and continue until completed (TAG / KDEM year ending 2012)
- 5.3.2 Work with the KC-SPS to increase preparedness education programs with Kansas K-12 public school districts

5.4 Continue to support the efforts of seven Regional Councils

- 5.4.1 Seven Regional Councils have been established, and this objective is to carry on with their efforts
- 5.4.2 Regional Council Leadership Summit held every year to bring state and regional partners together

5.5 Continue and enhance local, regional, and inter-state collaborative initiatives for prevention, preparedness, response, and recovery

- 5.5.1 Kansas Animal Health and Kansas Department of Agriculture continue to work with the Multi-State Partnership for Security in Agriculture in foreign animal disease (FAD) planning and response

- 5.5.2 Kansas will continue to participate in Missouri's New Madrid planning and will work with other states where disasters may overlap state borders
- 5.5.3 Kansas is part of the Emergency Management Assistance Compact (EMAC), and will continue to support its efforts
- 5.5.4 Kansas Animal Health Department exercise yearly for different facets of FAD response.
- 5.5.5 Conduct annual workshops in each of the seven homeland security regions to increase awareness of agriculture, food protection, and animal health preparedness initiatives (KAHD and KDA)

6. Ensure the continued protection of critical infrastructure / essential facilities for the continued delivery of critical life sustaining services
 - 6.1 Develop and maintain an assessment and protection plan for all critical infrastructure and key resources (CIKR). Possible action steps include:
 - 6.1.1 Conduct vulnerability assessments of critical infrastructure
 - 6.1.2 Establish CIKR criteria list
 - 6.1.3 Classify CIKR into tier categories
 - 6.1.4 Draft CI protection plan
 - 6.2 Educate critical infrastructure entities in the private sector on the importance of critical infrastructure planning
 - 6.2.1 CEPR to engage public/private partnerships
 - 6.2.2 CEPR to support expanded public private partnership education. (CEPR year end 2010)
 - 6.3 Promote, develop and maintain Continuity of Operations Planning (COOP) programs across all levels of government
 - 6.4 Continue to protect and enhance the safety of the food supply
 - 6.5 Continue to protect and enhance the safety of the agriculture related industries
 - 6.5.1 Plant Health
 - 6.5.2 Animal Health annual exercise
 - 6.5.3 Kansas Animal Health Department and Kansas Department of Agriculture collaborate with Multi-State Partnership for Security in Agriculture and Kansas Homeland Security to identify Kansas' agricultural critical infrastructure and key resources (CIKR) using FASCAT, (Food and Ag Sector Criticality Assessment Tool) which supports each state's request for federal grant awards
 - 6.6 Continue to protect and enhance the security of critical infrastructure and designated essential facilities (Kansas Homeland Security)
 - 6.6.1 Address strategies and guideline for infrastructure protection (Cyber infrastructure, infrastructure personnel, Financial, Public Works)
 - 6.6.2 Address continuity of operations for all high priority infrastructures.
 - 6.6.3 Gather communication requirement (information sharing, resource allocation and tracking)
 - 6.6.4 Continue Critical Infrastructure / Key Resources planning
 - 6.6.5 Train and exercise personnel involved in protecting critical infrastructure and designated essential facilities

- 6.7 Develop a reporting mechanism to collect, analyze, measure and prioritize critical infrastructure and key resources at the local, region and state and evaluated on an annual basis.
- 6.8 Develop a comprehensive program to conduct threat and risk assessments on critical infrastructures / essential facilities.
- 6.9 Develop a working template to deploy logistical support to communities post disaster.
- 6.10 Establish a framework for utilizing volunteers, non-government organizations, and private entities, in recovering from disasters and livestock / agricultural emergencies.
- 6.11 Uploading Kansas critical infrastructure / key asset assessments into Automated Critical Asset Management System (ACAMS) that is accessible through the Fusion Center.